



## Battle Mountain Health & Human Services



### Executive Summary

Summarizes the Site, Parking, Facility Size, Staff and Contract Health Dollars necessary for the Service Delivery Plan in 2015. Identifies the Direct Care Services Offered to include highlighting any new services. Identifies the communities and population served for each service. The second page of the Executive Summary documents the priority resource issues as identified through the Master Planning process.

### Historical Utilization by Location of Encounter

Documents 3 years of RPMS and contract care workloads provided at the facility predominantly serving the Primary Care Service Area by product line and specialty.

### Historical Utilization by Community of Residence

Documents 3 years of RPMS and contract care workloads provided to the user population of the Service Delivery Area by product line and specialty.

### Market Assessment

Compares the Historical Workload to the Health System Planning software and to national averages of patient care utilization, projecting future workloads based upon the worst case of these three planning scenarios. Also documents the percentage of care that will require contracting due to acuity and the quantity of care that can potentially be served by the direct care system.

### Service Delivery Plan

Recommended service delivery plan by product line based upon projected workload, key characteristics, patient classification and tribal and IHS input.

### Resource Allocation

Quantifies the necessary space and key characteristics for the Service Delivery Plan and compares them against existing resources. Also tabulates necessary contract health dollars based on the delivery plan.





## Executive Summary

### Service Area Description

Battle Mountain Health Program, serving the Primary Care Service Area Communities listed to the left, is located in the town of Battle Mountain, NV approximately 73 miles west of Elko and 220 miles north east of Reno. Battle Mountain is part of the Elko Service Unit.

It is a hub of primary care for Native Americans in the Lander County area. It sends most of its referral workload to Elko, with higher acuity workload going to Reno for Secondary and Tertiary Care.

As noted in the Service Summary to the left, Battle Mountain Health & Human Services operates as a Health Station offering primary care and behavioral health services. New services anticipated for 2015 include dental, optometry, traditional healing, and diabetes & wellness program. There is no extended service area planned, although partnership opportunities for visiting specialties exist to be explored with Elko.

### Facility Description

Battle Mountain's facilities total 97 square meters, comprised of 1 building, a permanent structure, built in 2004.

### Services & Resourcing Priorities

1	<i>Increase Tribal Health Space</i>
2	<i>Increase Tribal Health Administration</i>
3	<i>Add a Dental Program</i>
4	<i>Increase Primary Care Providers</i>
5	<i>Increase Primary Care Space</i>
6	<i>Increase Nursing Support</i>
7	<i>Add a Wellness Facility</i>
8	<i>Add Behavioral Health</i>
9	<i>Increase Alcohol &amp; Substance Abuse Counseling</i>
10	<i>Add Contract Health Personnel</i>
11	<i>Increase Public Health Nursing Personnel</i>
12	<i>Add Business Office Personnel</i>
13	<i>Add Medical Records</i>
14	<i>Add Traditional Healing Provider and Space</i>
15	<i>Complete a PJD/POR</i>



## Executive Summary

Services & Resourcing Priorities Continued	
16	Add Eye Wear
17	Bigger Clinic
18	Add Lab's
19	Get contract with local clinic
20	Add Information Management Personnel and Space
21	Add X-Ray's
22	
23	
24	
25	

Campus Infrastructure Priorities			
1	Roofing issues - leaks	7	Increase Waiting Room Area
2	Parking lot not paved - gravel and dirt	8	Add space for supplies for Doctor
3	Waiting area small	9	
4	No storage space	10	
5	Lack of new equipment (SU brings equipment with them)	11	
6	Increase offices	12	

Functional Deficiencies			
1	No Storage Space	7	
2	No Panic System	8	
3	Need more office space	9	
4	Need Wellness Center	10	
5	Lack of Behavioral Health Space	11	
6	Lack of staff	12	



### Historical Workloads by Location of Encounter - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Provider Visits Only</b>					<b>Provider Visits Only</b>				
<b>Primary Care</b>									
Family Practice	269	281	262	271	0	0	0	0	0.0%
Internal Medicine	0	0	0	0	0	0	0	0	0%
Pediatric	0	0	0	0	0	0	0	0	0%
Ob/Gyn	0	0	0	0	0	0	0	0	0%
<b>Emergency Care</b>									
Emergency/Urgent	0	0	0	0				0	0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	0	0	0	0	0	0	0	0	0%
Ophthalmology	0	0	0	0	0	0	0	0	0%
Dermatology	0	0	0	0	0	0	0	0	0%
General Surgery	0	0	0	0	0	0	0	0	0%
Otolaryngology	0	0	0	0	0	0	0	0	0%
Cardiology	0	0	0	0	0	0	0	0	0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	0	0	0	0	0%
Nephrology	0	0	0	0	0	0	0	0	0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology	No Provider Codes within RPMS System for these types of Specialist.								
Rheumatology	No Provider Codes within RPMS System for these types of Specialist.								
Oncology	No Provider Codes within RPMS System for these types of Specialist.								
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
<b>Totals</b>	<b>269</b>	<b>281</b>	<b>262</b>	<b>271</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>269</b>	<b>281</b>	<b>262</b>	<b>271</b>					
<b>Other Ambulatory Care Services</b>									
Dental Service Minutes	0	0	0	0				0	0%
Optometry Visits	0	0	0	0	0	0	0	0	0%
Podiatry Visits	0	0	0	0	0	0	0	0	0%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	0	0	0	0	0	0	0	0	0%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	0	0	0	0	0	0	0	0	0%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
<b>BH Visit Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

\* Provider Visits - Document visits to a Physician, Nurse Practitioner, Midwife, and or Physician Assistant.



### Historical Workloads by Location of Encounter - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
<b>Inpatient Care</b>										
Labor & Delivery Births	0	0	0	0	0	0	0	0	0%	
Obstetrics Patient Days	0	0	0	0	0	0	0	0	0%	
Neonatology Patient Days	0	0	0	0	0	0	0	0	0%	
Pediatric Patient Days	0	0	0	0	0	0	0	0	0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	0	0	0	0	0%	
Endocrinology	0	0	0	0	0	0	0	0	0%	
Gastroenterology	0	0	0	0	0	0	0	0	0%	
General Medicine	0	0	0	0	0	0	0	0	0%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	0	0	0	0	0	0	0	0	0%	
Oncology	0	0	0	0	0	0	0	0	0%	
Pulmonary	0	0	0	0	0	0	0	0	0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	0	0	0	0	0%	
<b>Medical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	0	0	0	0	0%	
Gynecology	0	0	0	0	0	0	0	0	0%	
Neurosurgery	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	0	0	0	0	0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	0	0	0	0	0%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
<b>Inpatient Care Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
<b>Substance Abuse Non- Acute Care</b>										
Adult Residential Treatment	0	0	0	0				0	0%	
Adol. Residential Treatment	0	0	0	0				0	0%	
SA Transitional Care	0	0	0	0				0	0%	
<b>Substance Abuse Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Elder Care</b>										
Skilled Nursing Patients	0	0	0	0				0	0%	
Assisted Living Patients	0	0	0	0				0	0%	
Hospice Patients	3	5	2	3				0	0.0%	
<b>Nursing Home Totals</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



### Historical Workloads by Location of Encounter - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Ancillary Services</b>									
Lab Billable Tests	0	0	0	0				0	0%
Pharmacy Scripts	0	0	0	0				0	0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	0	0	0	0	0%
Ultrasound Exams	0	0	0	0				0	0%
Mammography Exams	0	0	0	0				0	0%
Fluoroscopy Exams	0	0	0	0				0	0%
CT Exams	0	0	0	0				0	0%
MRI Exams	0	0	0	0				0	0%
Nuclear Medicine Exams	0	0	0	0				0	0%
Rad. Oncology Treatments	0	0	0	0				0	0%
Chemotherapy Treatments	0	0	0	0				0	0%
Physical Therapy Visits	0	0	0	0				0	0%
Occupational Therapy Visits	0	0	0	0				0	0%
Speech Therapy Visits	0	0	0	0				0	0%
Respiratory Therapy	0	0	0	0				0	0%
Cardiac Catheterization	0	0	0	0				0	0%
Home Health Care Patients	0	0	0	0				0	0%
Minor Procedure Cases									
Endoscopy	0	0	0	0	0	0	0	0	0%
Outpatient Surgery Cases									
Cardiovascular	0	0	0	0	0	0	0	0	0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	0	0	0	0	0	0	0	0%
Gynecology	0	0	0	0	0	0	0	0	0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	0	0	0	0	0	0	0%
Musculoskeletal	0	0	0	0	0	0	0	0	0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	0	0	0	0	0	0	0	0	0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
<b>OP Surgical Case Total</b>	0	0	0	0	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	0	0	0	0	0%
<b>Surgical Case Total</b>	0	0	0	0	0	0	0	0	0%
<b>Direct &amp; Tribal + Contract Care</b>	0	0	0	0					
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%
EMS - Inter Hospital Resp	0	0	0	0				0	0%



### Historical Workloads by Community of Residence - *Native American*

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Provider Visits Only</b>									
<b>Primary Care</b>									
Family Practice	614	635	573	607	0	0	0	0	0.0%
Internal Medicine	10	30	22	21	0	0	0	0	0.0%
Pediatric	2	14	9	8	0	0	0	0	0.0%
Ob/Gyn	0	1	0	0	0	0	0	0	0.0%
<b>Emergency Care</b>									
Emergency/Urgent	1	0	0	0				0	0.0%
ER/Non-urgent	0	0	0	0				0	0%
<b>Specialty Care</b>									
Orthopedics	0	0	0	0	0	0	0	0	0%
Ophthalmology	3	7	8	6	1	0	0	0	5.3%
Dermatology	0	0	0	0	0	0	0	0	0%
General Surgery	0	0	0	0	1	0	0	0	100.0%
Otolaryngology	0	2	0	1	2	0	0	1	50.0%
Cardiology	0	0	0	0	3	0	0	1	100.0%
Urology	0	0	0	0				0	0%
Neurology	0	0	0	0	1	0	0	0	100.0%
Nephrology	0	0	0	0	0	0	0	0	0%
Allergy				0				0	0%
Pulmonology				0				0	0%
Gerontology	No Provider Codes within RPMS System for these types of Specialist.								
Gastroenterology	No Provider Codes within RPMS System for these types of Specialist.								
Rheumatology	No Provider Codes within RPMS System for these types of Specialist.								
Oncology	No Provider Codes within RPMS System for these types of Specialist.								
Pediatric-Genetics				0				0	0%
Traditional Healing	0	0	0	0				0	0%
<b>Totals</b>	<b>630</b>	<b>689</b>	<b>612</b>	<b>644</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0.4%</b>
<b>Direct &amp; Tribal Care + Contract Care</b>	<b>638</b>	<b>689</b>	<b>612</b>	<b>646</b>					

\* Provider Visits - Document visits to a Physician, Nurse Practitioner, Midwife, and or Physician Assistant.

#### Other Ambulatory Care Services

Dental Service Minutes	0	0	0	0				0	0%
Optometry Visits	2	1	1	1	16	18	18	17	92.9%
Podiatry Visits	32	23	20	25	2	0	0	1	2.6%
Dialysis Patients	0	0	0	0				0	0%
Audiology Visits	0	2	10	4	17	20	20	19	82.6%
<b>Outpatient Behavioral Health</b>									
Mental Health Visits	0	0	0	0				0	0%
Psychiatry	15	22	18	18	0	0	0	0	0.0%
Social Services Visits	0	0	0	0				0	0%
Alcohol & Substance Abuse Visits	0	0	0	0				0	0%
<b>BH Visit Totals</b>	<b>15</b>	<b>22</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>



### Historical Workloads by Community of Residence - Native American

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care					
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care	
<b>Inpatient Care</b>										
Labor & Delivery Births	0	0	0	0	0	1	1	1	100.0%	
Obstetrics Patient Days	0	0	0	0	0	2	1	1	100.0%	
Neonatology Patient Days	0	0	0	0	0	1	1	1	100.0%	
Pediatric Patient Days	0	0	0	0	0	0	1	0	100.0%	
Adult Medical Patient Days										
Cardiology	0	0	0	0	1	7	2	3	100.0%	
Endocrinology	0	0	0	0	2	1	0	1	100.0%	
Gastroenterology	0	0	0	0	0	11	0	4	100.0%	
General Medicine	0	0	0	0	5	0	5	3	100.0%	
Hematology	0	0	0	0	0	0	0	0	0%	
Nephrology	0	0	0	0	0	0	0	0	0%	
Neurology	0	0	0	0	0	0	1	0	100.0%	
Oncology	0	0	0	0	0	0	1	0	100.0%	
Pulmonary	0	0	0	0	0	0	0	0	0%	
Rheumatology	0	0	0	0	0	0	0	0	0%	
Unknown	0	0	0	0	2	0	0	1	100.0%	
<b>Medical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>19</b>	<b>9</b>	<b>13</b>	<b>100.0%</b>	
Adult Surgical Patient Days										
Dentistry	0	0	0	0	0	0	0	0	0%	
Dermatology	0	0	0	0	0	0	0	0	0%	
General Surgery	0	0	0	0	0	7	12	6	100.0%	
Gynecology	0	0	0	0	0	0	0	0	0%	
Neurosurgery	0	0	0	0	0	0	0	0	0%	
Ophthalmology	0	0	0	0	0	0	0	0	0%	
Orthopedics	0	0	0	0	1	0	4	2	100.0%	
Otolaryngology	0	0	0	0	0	0	0	0	0%	
Thoracic Surgery	0	0	0	0	0	0	0	0	0%	
Urology	0	0	0	0	0	0	0	0	0%	
Vascular Surgery	0	0	0	0	6	0	0	2	100.0%	
<b>Surgical Patient Day Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>16</b>	<b>10</b>	<b>100.0%</b>	
Psychiatry Patient Days	0	0	0	0	0	0	0	0	0%	
Medical Detox Patient Days	0	0	0	0	0	0	0	0	0%	
Sub Acute/Transitional Care	0	0	0	0	0	0	0	0	0%	
<b>Inpatient Care Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>29</b>	<b>28</b>	<b>25</b>	<b>100.0%</b>	
<b>Direct &amp; Tribal + Contract Care</b>	<b>17</b>	<b>29</b>	<b>28</b>	<b>25</b>						
<b>Substance Abuse Non- Acute Care</b>										
Adult Residential Treatment	0	0	0	0					0	0%
Adol. Residential Treatment	0	0	0	0					0	0%
SA Transitional Care	0	0	0	0					0	0%
<b>Substance Abuse Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Elder Care</b>										
Skilled Nursing Patients	0	0	0	0					0	0%
Assisted Living Patients	0	0	0	0					0	0%
Hospice Patients	3	5	2	3					0	0.0%
<b>Nursing Home Totals</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



### Historical Workloads by Community of Residence - *Native American*

Historical Workloads according to RPMS, Contract Health and Questionnaire data.

Discipline	Direct or Tribal Health Care				Contract Health Care				
	2002	2003	2004	Average	2002	2003	2004	Average	% Contract Care
<b>Ancillary Services</b>									
Lab Billable Tests	0	0	0	0				0	0%
Pharmacy Scripts	0	0	0	0				0	0%
Acute Dialysis Procedures	0	0	0	0				0	0%
Radiographic Exams	0	0	0	0	131	210	196	179	100.0%
Ultrasound Exams	0	0	0	0				0	0%
Mammography Exams	0	0	0	0				0	0%
Fluoroscopy Exams	0	0	0	0				0	0%
CT Exams	0	0	0	0				0	0%
MRI Exams	0	0	0	0				0	0%
Nuclear Medicine Exams	0	0	0	0				0	0%
Rad. Oncology Treatments	0	0	0	0				0	0%
Chemotherapy Treatments	0	0	0	0				0	0%
Physical Therapy Visits	0	0	0	0				0	0%
Occupational Therapy Visits	0	0	0	0				0	0%
Speech Therapy Visits	0	0	0	0				0	0%
Respiratory Therapy	0	0	0	0				0	0%
Cardiac Catheterization	0	0	0	0				0	0%
Home Health Care Patients	0	0	0	0				0	0%
Minor Procedure Cases									
Endoscopy	0	0	0	0	0	0	0	0	0%
Outpatient Surgery Cases									
Cardiovascular	0	0	0	0	0	0	0	0	0%
Digestive	0	0	0	0	0	0	0	0	0%
Endocrine	0	0	0	0	0	0	0	0	0%
ENT	0	1	0	0	0	0	0	0	0.0%
Gynecology	0	0	0	0	0	0	0	0	0%
Hemic and Lymphatic	0	0	0	0	0	0	0	0	0%
Integument	0	0	0	0	0	0	0	0	0%
Musculoskeletal	0	0	0	0	0	0	0	0	0%
Nervous	0	0	0	0	0	0	0	0	0%
Ocular	0	0	0	0	0	0	0	0	0%
Respiratory	0	0	0	0	0	0	0	0	0%
Urogenital	0	0	0	0	0	0	0	0	0%
<b>OP Surgical Case Total</b>	0	1	0	0	0	0	0	0	0%
Inpatient Surgery Cases	0	0	0	0	2	1	4	2	100.0%
<b>Surgical Case Total</b>	0	1	0	0	2	1	4	2	88%
<b>Direct &amp; Tribal + Contract Care</b>	2	2	4	3					
EMS - Pre-Hospital Resp.	0	0	0	0				0	0%
EMS - Inter Hospital Resp	0	0	0	0				0	0%



### Market Assessment - Native American

Historical vs. Market Potential - In accordance to the population, compares the Historical Workload to the US State or National Average (USNA) and IHS Health System Planning (HSP) Software. USNA are taken from a number of sources see Patient Utilization Table for sources.

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	224			279					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
<b>Primary care</b>									
Family Practice	607	236		757	310		772	772	0
Internal Medicine	21	100		26	126		126	126	0
Pediatric	8	113		10	146		146	146	0
Ob/Gyn	0	75		0	106		106	106	0
Urgent Care Clinic	0			0			0	0	0
Primary Care Sub-Tot.	637	524	880	794	687	1,150	1,150	1,150	0
<b>Emergency Care</b>									
Emergency/Urgent	0	49		0	63		63	63	0
ER/Non-urgent		32			42		66	66	0
Emerg. Care Sub-Tot.	0	81	101	0	105	129	129	129	0
<b>Specialty Care</b>									
Orthopedics	0	40		0	53		53	53	0
Ophthalmology	6	36		8	44		44	44	0
Dermatology	0	32		0	42		42	42	0
General Surgery	0	32		0	42		42	42	0
Otolaryngology	1	19		2	25		25	25	0
Cardiology	1	13		1	15		15	15	0
Urology	0	13		0	16		16	16	0
Neurology	0	9		0	11		11	11	0
Other Specialties		72		0	92		67	67	0
Nephrology	0	Unknown		0	Unknown		0	0	0
Allergy	0	7		0	9		9	9	0
Pulmonology	0	3		0	4		4	4	0
Gerontology	0	Unknown		0	Unknown		0	0	0
Gastroenterology	0	6		0	7		7	7	0
Rheumatology	0	Unknown		0	Unknown		0	0	0
Oncology	0	4		0	5		5	5	0
Pediatric-Genetics	0	Unknown		0	Unknown		0	0	0
Traditional Healing	0	Unknown		0	Unknown		0	0	0
Specialty Care Sub-Tot.	9	284	42	12	363	52	338	338	0
<b>Total Provider Visits By PSA Residents</b>	646	889	1,023	806	1,156	1,331	1,617	1,617	0
<b>Provider Visits</b>		Unmet need if (-) -377	Over Utilization if (+)						
<b>Total Provider Patient Utilization Rate</b>	2.89	3.97	4.57	The rate is established by dividing the Total Provider Visits from the PSA by the User Population.					
<b>Other Ambulatory Care Services</b>									
Dental Service Minutes	0	19,637	20,520	0	25,125	26,505	26,505	26,505	0
Optometry Visits	19	Unknown	71	23	Unknown	92	92	92	0
Podiatry Visits	26	57		32	67		67	67	0
Dialysis Patients	0	Unknown		0	Unknown		0	0	0
Audiology Visits	23	39	25	29	49	33	49	49	0
<b>Outpatient Behavioral Health Services</b>									
Mental Health Visits	0	Unknown	37	0	Unknown	48	48	48	0
Psychiatry	18	21		23	28		28	28	0
Social Services Visits	0	Unknown		0	Unknown		0	0	0
Alcohol & Substance Abuse	0	Unknown		0	Unknown		0	0	0
<b>BH Visits Totals</b>	18	21	37	23	28	48	76	76	0



### Market Assessment - Native American

Historical vs. Market Potential - In accordance to the population, compares the Historical Workload to the US State or National Average (USNA) and IHS Health System Planning (HSP) Software. USNA are taken from a number of sources see Patient Utilization Table for sources.

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	224			279					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
<b>Inpatient Care</b>									
Labor & Delivery Births	1	4	2	1	6	5	6	5	1
Obstetrics Patient Days	1	7	4	1	10	11	11	9	2
Neonatology Patient Days	1	12		1	15		15	9	6
Pediatric Patient Days	0	6	N/A	0	7	N/A	7	5	3
Adult Medical Patient Days									
Cardiology	3	9		4	11		11	10	3
Endocrinology	1	1		1	2		2	2	0
Gastroenterology	4	5		5	6		6	7	0
General Medicine	3	6		4	8		8	9	1
Hematology	0	1		0	1		1	1	1
Nephrology	0	2		0	2		2	2	0
Neurology	0	4		0	4		4	5	1
Oncology	0	2		0	3		3	1	2
Pulmonary	0	9		0	10		10	11	2
Rheumatology	0	0		0	0		0	0	0
Unknown	1	0		1	1		1	1	0
<b>Medical Patient Day Total</b>	13	40	49	16	47	59	59	49	10
Adult Surgical Patient Days									
Dentistry	0	0		0	0		0	0	0
Dermatology	0	0		0	0		0	0	0
General Surgery	6	10		8	13		13	8	4
Gynecology	0	2		0	3		3	2	0
Neurosurgery	0	2		0	3		3	1	2
Ophthalmology	0	0		0	0		0	0	0
Orthopedics	2	7		2	8		8	7	1
Otolaryngology	0	2		0	3		3	0	2
Thoracic Surgery	0	4		0	5		5	0	5
Urology	0	2		0	2		2	1	1
Vascular Surgery	2	3		2	3		3	1	2
<b>Surgical Patient Day Total</b>	10	33	29	12	40	35	40	22	18
Psychiatry Patient Days	0	5	2	0	6	5	6	2	5
Medical Detox Patient Days	0	1		0	1		1	1	0
Sub Acute/Transitional Care	0	25		0	30		30	30	0
<b>Inpatient Care Totals</b>	25	128	84	31	157	110	170	126	44
<b>Inpatient Patient Days</b>	Unmet need if (-) -103 Over Utilization if (+)								
<b>Substance Abuse Non-Acute Care</b>									
Adult Residential Treatment	0	41		0	51		51	51	0
Adol. Residential Treatment	0	8		0	11		11	11	0
SA Transitional Care	0	2		0	2		2	2	0
<b>Substance Abuse Total</b>	0	51	0	0	64	0	64	64	0
<b>Elder Care</b>									
Skilled Nursing Patients	0	1		0	1		1	1	0
Assisted Living Patients	0	1		0	1		1	1	0
Hospice Patients	3	0		4	0		4	4	0
<b>Nursing Home Total</b>	3	1	0	4	2	0	6	6	0



### Market Assessment - Native American

Historical vs. Market Potential - In accordance to the population, compares the Historical Workload to the US State or National Average (USNA) and IHS Health System Planning (HSP) Software. USNA are taken from a number of sources see Patient Utilization Table for sources.

Year	2003			2015			2015 Planning Assumption		
HSP User Pop. - PSA	224			279					
Discipline	3 Year History	USNA	HSP	3 Year History	USNA	HSP	Total	Direct Care	Contract Care
	Provider Visits Only			Provider Visits Only			Provider Visits Only		
<b>Ancillary Services</b>									
<b>Laboratory Services</b>									
Clinical Lab Billable Tests		996	967		1,261	1,037	1,261	1,129	72
Microbiology Billable Tests		134	226		172	243	243	139	93
Blood Bank Billable Tests		26	18		32	20	32	30	1
Anatomical Pathology		2	6		3	6	6	4	2
Lab Billable Tests	0	1,158	1,217	0	1,468	1,306	1,468	1,301	167
Pharmacy Scripts	0	2,223		0	2,890		2,890	2,890	0
Acute Dialysis Procedures	0	1		0	1		1	1	0
Radiographic Exams	179	83	91	223	105	118	223	223	0
Ultrasound Exams	0	15	13	0	20	17	20	20	0
Mammography Exams	0	40	35	0	46	43	46	46	0
Fluoroscopy Exams	0	4	6	0	5	8	8	8	0
CT Exams	0	6	2	0	8	28	28	28	0
MRI Exams	0	4		0	5		5	5	0
Nuclear Medicine Exams	0	9		0	12		12	12	0
Rad. Oncology Treatments	0	Unknown		0	Unknown		0	0	0
Chemotherapy Treatments	0	Unknown		0	Unknown		0	0	0
<b>Rehabilitation Services</b>									
Physical Therapy Visits	0	Unknown		0	Unknown		0	98	0
Occupational Therapy Visits	0	Unknown		0	Unknown		0	28	0
Speech Therapy Visits	0	Unknown		0	Unknown		0	14	0
<b>Rehab Total Visits</b>	0	-	115	0	-	140	140	140	0
Respiratory Therapy		Unknown	1,229		Unknown	1,322	1,322	1,322	0
Workload Minutes	0			0					
Cardiac Catheterization	0	1		0	2		2	2	0
Home Health Care Patients	0	2		0	2		2	2	0
Minor Procedure Cases									
Endoscopy	0	5		0	5		5	5	0
<b>Outpatient Surgery Cases</b>									
Cardiovascular	0	0		0	0		0	0	0
Digestive	0	4		0	5		5	5	0
Endocrine	0	0		0	0		0	0	0
ENT	0	2		0	2		2	2	0
Gynecology	0	1		0	2		2	2	0
Hemic and Lymphatic	0	0		0	0		0	0	0
Integument	0	2		0	2		2	2	0
Musculoskeletal	0	2		0	3		3	3	0
Nervous	0	1		0	1		1	1	0
Ocular	0	2		0	3		3	3	0
Respiratory	0	0		0	0		0	0	0
Urogenital	0	1		0	1		1	1	0
<b>OP Surgical Case Total</b>	0	15	7	0	19	19	19	19	0
Inpatient Surgery Cases	2	6	7	3	8	8	8	5	3
<b>Surgical Case Total</b>	3	22	14	3	27	27	27	24	3
EMS Responses	0	28		0	37		37	37	0



**Delivery Plan - Native American (IHS)**

**Medium Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
<b>Primary Care (Provider Visits)</b>											
Crossover %	<b>0.0%</b>										
<i>Primary Care Clinic examines, diagnoses, and treats ambulatory patients giving continuity and coordination to their total healthcare including referral to other health professionals and admissions to inpatient services while retaining primary responsibility for care of these patients, as appropriate. Primary Care Clinic assesses, provides, and evaluates the care of patients with healthcare problems including history and physical, assessment and treatment of common minor illnesses, maintenance care of patients with chronic diseases, and health counseling and teaching.</i>											
Family Practice	772	772	Providers	0.4	1,150		1,150				SAC - local contract
Internal Medicine	126	126	Providers	0.0							rolled up in FP
Pediatric	146	146	Providers	0.0							rolled up in FP
Ob/Gyn	106	106	Providers	0.0							rolled up in FP
Urgent Care Clinic	0	0	Providers	0.0	0						
Primary Care Total	1,150	1,150	Providers	0.3	1,150						
<b>Emergency Care</b>											
Crossover %	<b>0.0%</b>										
<i>The Emergency Medical Clinic provides emergency care, diagnostic services, treatment, surgical procedures, and proper medical disposition of an emergency nature to patients who present themselves to the service. It refers patients to specialty clinics and admits patients as needed; provides clinical consultation services and professional training of assigned personnel; supports mass casualty and fire drills; and prepares reports.</i>											
Emergency/Urgent	63	63	Patient Spaces	0.0			63				
ER/Non-urgent	66	66	Providers	0.0			66				
Emergency Care Total	129	129	Patient Spaces	0.1			129				
<b>Specialty Care</b>											
Crossover %	<b>0.0%</b>										
<i>Specialty Care examines, diagnoses, and treats diseases and injuries requiring specialized capabilities diagnosis and procedures beyond the Primary Care team. The service is typically provided by visiting providers who have established clinic hours for consistent referral patterns.</i>											
Orthopedics	53	53	Providers	0.0			53				
Ophthalmology	44	44	Providers	0.0			44				
Dermatology	42	42	Providers	0.0			42				
General Surgery	42	42	Providers	0.0			42				
Otolaryngology	25	25	Providers	0.0			25				
Cardiology	15	15	Providers	0.0			15				
Urology	16	16	Providers	0.0			16				
Neurology	11	11	Providers	0.0			11				
Subspecialties	67	67	Providers	0.0			67				
Nephrology	0	0	Providers	0.0			0				
Allergy	9	9	Providers	0.0			9				
Pulmonology	4	4	Providers	0.0			4				
Gerontology	Unknown	0	Providers	Unknown			x				
Gastroenterology	7	7	Providers	0.0			7				
Rheumatology	Unknown	0	Providers	Unknown			x				
Oncology	5	5	Providers	0.0			5				
Pediatric-Specialist	Unknown	0	Providers	Unknown			x				
Traditional Healing	0	0	Providers	0.0	1.0						
Specialty Care Sub-Total	338	338			1		338				

The services below get referred out from the Service Unit in Elko



**Delivery Plan - Native American (IHS)**

**Medium Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options							
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold				
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
<b>Other Ambulatory Care</b>												
Dental Service	26,505	26,505	Dentists	0.8	26,505							SAC
			Visiting Specialist			0.0						
<i>Dental Clinic provides assistance in achieving and maintaining the highest level of oral health possible. It also emphasizes the prevention of disease.</i>												
Optometry Visits	92	92	Optometrist	0.0		92	92					SAC - local
<i>The Optometry Clinic examines the eyes, cheeks, and adnexa including refraction and other procedures, prescribes lenses to correct refractive error and improve vision; and refers patients to physicians for diagnosis and treatment of suspected disease.</i>												
Podiatry Visits	67	67	Podiatrists	0.0				67				Provided at Elko
<i>Podiatry examines, diagnoses, and treats patients with disorders, diseases, and injuries to the foot or adjunctive tissue; provides follow-up care for selected post-operative ambulatory patients; provides a comprehensive plan of care for patients, including monitoring and maintaining their state of health, counseling and guidance, health education, rehabilitation, and prevention of disease; and provides clinical and consultation services, medical care evaluation, professional training of assigned personnel, preparation and submission of reports, and maintenance of medical records.</i>												
Dialysis Patients	0	0	Dialysis Stations	0.0			0					
<i>Dialysis provides the purification of the patient's blood through use of an artificial kidney machine or similar device. Specially trained personnel operate, maintain, and monitor the hemodialysis equipment and other specialized support equipment for patients who are undergoing hemodialysis treatment in the unit.</i>												
Audiology Visits	49	49	Audiologists	0.0				49				Provided at Elko
<i>The Audiology Clinic provides comprehensive audiologic support for patients for the determination of etiology, pathology, and magnitude of hearing loss and potential for remediation and rehabilitation; assists in the evaluation of auditory and vestibular systems. Specific services include pure tone threshold audiometry; basic and advanced clinical testing; pediatric evaluations; neonatal hearing testing as part of the early hearing loss identification program; hearing aid evaluation, fittings, and repairs; ear mold fittings; vestibular evaluations, dispensing of hearing protection devices (fitting, education, and motivation); determination of proper referral and disposition.</i>												
<b>Behavioral Health</b>												
<i>Behavioral Health provides psychiatric, psychological, psychosocial, substance abuse, and socioeconomic evaluation and consultation; individual and group services, patient care, information, referral, and follow-up services to facilitate medical diagnosis, care, treatment; and proper disposition of patients (inpatient and outpatient) referred to the Social Work Clinic, which includes self-referred patients and those seen automatically on the basis of diagnosis (for example, suspected child abuse or attempted suicide). It provides a comprehensive plan of service to patients and their families including counseling and guidance, therapy, information and referral, and discharge planning; provides clinical and consultative services to patients and families, social service delivery evaluation; professional training of assigned and contractually affiliated personnel; prepares and submits reports; maintains medical and social service records.</i>												
Mental Health	48	48	Counselors	0.3	0.3							SAC
Psychiatry Provider	28	28	Providers	0.0			28					
Social Service	0	0	Counselors	0.3	0.3							SAC
Alcohol & Substance Abuse	0	0	Counselors	0.0	1.0							SAC Override (1/week .2)
Behavioral Health Totals	76	76	Counselors	0.6	1.6		28					
<b>Inpatient Care</b>												
If there was an IHS Hospital in the Reno area Battle Mountain would be interested in sending patients.												
Labor & Delivery	5	5	LDRs	0.2	0			5				
Obstetrics Patient Days	9	9	# of Beds	0.3	0			9				
<i>Obstetrics provides for specialized care, treatment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to maternity patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite provides labor and delivery care by specially trained personnel to eligible patients, including prenatal care during labor, assistance during delivery, post-natal care, and minor gynecological surgery, if it is performed in the suite. Additional activities may include preparing sterile set-ups for deliveries; preparing patients for transportation to the delivery suite and the post-anesthesia.</i>												
Neonatology Patient Days	9	9	# of Bassinets	0.3	0			9				
<i>The Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infants; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neonatal age group; prepares medical records; and submits required reports.</i>												
Pediatric Patient Days	5	5	# of Beds	0.2	0			5				



**Delivery Plan - Native American (IHS)**

**Medium Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks

*Pediatric Care provides specialized inpatient care, treatment, and consultative evaluation of infants, children, and adolescents; maintains close liaison with the other professional services; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of eligible patients; prepares medical records; and submits required reports.*

**Adult Medical Acute Care**

*Medical Care provides inpatient care and consultative evaluation in the medical specialties and subspecialties described in this section; coordinates healthcare delivery relative to the examination, diagnosis, treatment and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the medical care function will vary according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.*

Cardiology	10	10	# of Beds	0.1	0		10				
Endocrinology	2	2	# of Beds	0.0	0		2				
Gastroenterology	7	7	# of Beds	0.1	0		7				
General Medicine	9	9	# of Beds	0.1	0		9				
Hematology	1	1	# of Beds	0.0	0		1				
Nephrology	2	2	# of Beds	0.0	0		2				
Neurology	5	5	# of Beds	0.1	0		5				
Oncology	1	1	# of Beds	0.0	0		1				
Pulmonary	11	11	# of Beds	0.2	0		11				
Rheumatology	0	0	# of Beds	0.0	0		0				
Unknown	1	1	# of Beds	0.0	0		1				
Medical Patient Day Total	49	49		0.7	0		49				

**Adult Surgical Acute Care**

*Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties described in this subsection; coordinates healthcare delivery relative to the examination, treatment, diagnosis, and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.*

Dentistry	0	0	# of Beds	0.0	0		0				
Dermatology	0	0	# of Beds	0.0	0		0				
General Surgery	8	8	# of Beds	0.2	0		8				
Gynecology	2	2	# of Beds	0.0	0		2				
Neurosurgery	1	1	# of Beds	0.0	0		1				
Ophthalmology	0	0	# of Beds	0.0	0		0				
Orthopedics	7	7	# of Beds	0.1	0		7				
Otolaryngology	0	0	# of Beds	0.0	0		0				
Thoracic Surgery	0	0	# of Beds	0.0	0		0				
Urology	1	1	# of Beds	0.0	0		1				
Vascular Surgery	1	1	# of Beds	0.0	0		1				
Surgical Patient Day Total	22	22	# of Beds	0.4	0		22				
Intensive Care	13	13	# of beds	0.0	0		13				

*Intensive Care Units (ICUs) provide treatment for patients who require intensified, comprehensive observation and care because of shock, trauma, or other life-threatening conditions. They are staffed with specially trained personnel and contain monitoring equipment and other specialized support equipment for treating .*

Psychiatry	2	2	# of Beds	0.0	0		2				
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*Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychotic, neurotic, or other mental disorders; maintains protective custody of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.*



**Delivery Plan - Native American (IHS)**

**Medium Health Station SAC**

Establishes Projected workload and key characteristics per product line, while recommending a delivery option.

Discipline	Projected Need				Delivery Options							
	PSA Direct Care	+ ESA Direct Care	Key Characteristics (KC)	# Req'd in 2015	PSA			Referrals due to Threshold				
					On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
Medical Detox	1	1	# of Beds	0.0	0		1					
<i>Substance Abuse Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis treatment, and proper disposition of patients psychologically or physically dependent upon alcohol or drugs; maintains protective custody of patients when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.</i>												
Sub Acute / Transitional Care	30	30	# of Beds	0.1	0		30					
<i>Transitional Care provides care and treatment for patients who require inpatient nursing care beyond their discharge from acute care. Staffing, while less than acute care, provides specific therapy and activities to prepare the patient for returning home.</i>												
Inpatient Care Totals	139	139	# of Beds	2	0		139					
<b>Substance Abuse Non-Acute Care</b>												
<i>Substance Abuse Non-Acute Care - the treatment of substance abuse disorders in an age and security specific setting.</i>												
Adult Residential Treatment	51	51	# of Beds	0.2			51		51			
Adolescent Residential Treatment	11	11	# of Beds	0.0			11		11			
Substance Abuse Transitional Care	2	2	# of Beds	0.3	2							
Substance Abuse Non-Acute Care Totals	64	64		0.6	2		62		62			
<b>Elder Care</b>												
<i>Elderly Care Program provides physical, psychological, social, and spiritual care for healthy and dying seniors in an environment outside of a hospital.</i>												
Nursing Home	1	1	# of Beds	1.0			1		1			
Assisted Living	1	1	# of Beds	1.0			1		1			
Hospice	4	4	# of Beds	5.0			4		4			
Elder Care Totals	6	6		7.0			6		6			
<b>Ancillary Services</b>												
Crossover % - Pharmacy	0.0%											
<b>Laboratory</b>												
<i>Clinical Pathology operates the clinical laboratories and conducts studies, investigations, analyses, and examinations, including diagnostic and routine tests and systems. Additional activities may include, but are not limited to, transportation of specimens from the nursing floors and surgical suites and preparation of samples for testing. The Clinical Lab includes Chemistry, Urinalysis, Hematology, Serology, Immunology and Coagulation.</i>												
Clinical Lab	1,129	1,129	Techs @ Peak	0.0			1,129					SAC (Ltd Space in PC)
Microbiology	139	139	Techs @ Peak	0.0			139					
Blood Bank	30	30	Techs @ Peak	0.0			30					
Anatomical	4	4	Techs @ Peak	0.0			4					
<i>Anatomical Pathology conducts the histopathology and cytopathology laboratories; directs studies, examinations, and evaluations including diagnostic and routine procedures; provides referrals and consultations; performs post-mortem examinations; and operates the morgue.</i>												
Lab Totals	1,301	1,301	Techs @ Peak	0.0	0		1,301					
Pharmacy	2,890	2,890	Pharmacists	0.0			2,890					SAC
Acute Dialysis	1	1	Rooms	0.0			1					
<i>Acute Dialysis Services provides purification of the patient's blood, removing excess water and toxins, at the bedside while the patient is hospitalized. Specialty trained personnel, supervised by a nephrologist, rotate through the hospital caring for and providing this service to admitted patients requiring dialysis.</i>												



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Discipline	Projected Need				Delivery Options						
	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold			
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks
<b>Diagnostic Imaging</b>											
<i>Diagnostic Radiology provides diagnostic radiologic services to inpatients and outpatients. Activities include, but are not limited to, processing, examining, interpreting, storing, and retrieving radiographs and fluorographs; directing a radiological safety program; and consulting with physicians and patients.</i>											
Radiographic	223	223	Rooms	0.0			223				
Ultrasound	20	20	Rooms	0.0			20				These services get referred out from the Service Unit in Elko
Mammography	46	46	Rooms	0.0			46				
Fluoroscopy	8	8	Rooms	0.0			8				
CT	28	28	Rooms	0.0			28				
MRI	5	5	Rooms	0.0			5				
Diagnostic Imaging Totals	330	330	Radiologist	0.0			330				
<b>Nuclear Medicine</b>											
<i>Nuclear Medicine provides diagnostic nuclear medicine studies, interprets such studies, and performs therapeutic nuclear medicine treatment through the use of injectable or ingestible radioactive isotopes in conformance with licensure regulations. Functions and activities of the work center include, but are not limited to, performing clinical investigative studies, providing whole blood counting, evaluating patients suspected of being contaminated with gamma-emitting radio nuclides, consulting with patients and attending physicians, and maintaining radioactive waste disposal and storage of radioactive materials.</i>											
Rad. Oncology	0	0	Rooms	0.0			0				
Chemotherapy	0	0	Patient Spaces	0.0			0				
<b>Rehabilitation Services</b>											
<i>Rehabilitation Services develops, coordinates, and uses special knowledge and skills in planning, organizing, and managing programs for the care of inpatients and outpatients whose ability to function is impaired or threatened by disease or injury and incorporates activities such as: direct patient care, evaluation, testing, consultation, counseling, teaching, administration, research, and community services. This service typically consists of three disciplines: Physical Therapy, Occupational Therapy, and Speech Therapy.</i>											
Physical Therapy	98	98	Therapy FTE	0.1			98				These services get referred out from the Service Unit in Elko
Occupational	28	28	Therapy FTE	0.0			28				
Speech Therapy	14	14	Therapy FTE	0.0			14				
Rehab Total	140	140	Therapy FTE	0.1			140				
Respiratory Therapy	1,322	1,322	Therapy FTE	0.0			1,322				
<i>Respiratory Therapy provides and administers oxygen, humidification, aerosol, and certain potent drugs through inhalation or positive pressure and provides other forms of rehabilitative therapy including initiating, monitoring, and evaluating patient performance and reactions to therapy and performing blood gas analysis. The service also tests and evaluates the patient's ability to exchange oxygen and other gases through measurement of inhaled and exhaled gases and analysis of blood.</i>											
Cardiac Catheterization Cases	2	2	Rooms	0.0			2				
<i>The Cardiac Catheterization provides services including the operations and maintenance of specialized equipment that displays and records the condition of the heart and circulatory system. Other activities include explaining test procedures to patients; performing invasive procedures using catheters and other techniques; retrieving and analyzing test results; and inspecting, testing, calibrating, and maintaining special equipment.</i>											
Home Health Care	2	2	# FTE	0.0							incl. in PHN
<i>Home Health Care is provided to individuals and families in their places of residence to promote, maintain, or restore health or to maximize the level of independence while minimizing the effects of disability and illness, including terminal illness.</i>											
<b>Surgery</b>											
<i>The Surgery product line includes Anesthesiology, Pre &amp; Post Recovery, and the provision of invasive procedures requiring the sterility of an Operating Room or Minor Procedure Room.</i>											
<b>Minor Procedure</b>											
Endoscopy	5	5	Endo Suites	0.0			5				
<b>Outpatient Surgery Cases</b>											
Cardiovascular	0	0	Outpatient ORs	0.0			0				
Digestive	5	5	Outpatient ORs	0.0			5				
Endocrine	0	0	Outpatient ORs	0.0			0				
ENT	2	2	Outpatient ORs	0.0			2				
Gynecology	2	2	Outpatient ORs	0.0			2				
Hemic / Lymphatic	0	0	Outpatient ORs	0.0			0				
Integument	2	2	Outpatient ORs	0.0			2				
Musculoskeletal	3	3	Outpatient ORs	0.0			3				



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	PSA Direct Care	+ ESA Direct Care	Key Characteristics (KC)	# Req'd in 2015	PSA			Referrals due to Threshold					
					On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks		
Nervous	1	1	Outpatient ORs	0.0			1						
Ocular	3	3	Outpatient ORs	0.0			3						
Respiratory	0	0	Outpatient ORs	0.0			0						
Urogenital	1	1	Outpatient ORs	0.0			1						
OP Surgical Case	19	19	Outpatient ORs	0.0			19						
Inpatient Surgery	5	5	Inpatient ORs	0.0	0	0	5	0	0				
Surgical Case	24	24		0.0			30						

**Administrative Support**

Administration	# of FTE	0.0	0.0	SAC
<i>Administration organizes, administers, and supervises all professional and administrative aspects of the facility; responsible for all personnel assigned or attached to the facility; determines medical capabilities related to available medical services officers, support staff, and facilities; implements directed programs; is responsible for the care, treatment, and welfare of all patients.</i>				
Nursing Administration	# of FTE	0.0	0.0	SAC
<i>Oversees the nursing care within the facility, both inpatient and outpatient. Responsible for the hiring and continued education of the nursing and medical aid staff. Manages nursing quality improvement efforts.</i>				
Quality Management	# of FTE	0.0	0.0	SAC
<i>Responsible for credentialing of the professional staff, performance improvement efforts within the facility and patient care utilization review.</i>				
Information Management	# of FTE	0.4	0.4	SAC
<i>Information Management Department provides the responsibility for managing the day to day operation, training, maintenance and development of the computerization hardware, software and networking resources allocated to the facility by the Indian Health Service.</i>				
Health Information Management	# of FTE	0.8	0.8	SAC
<i>Health Information Management is responsible for assembling, collecting, completing, analyzing, ensuring availability, and safekeeping of patient records (also called charts) in order to facilitate, evaluate, and improve patient care.</i>				
Business Office	# of FTE	0.0	0.0	SAC
<i>Business Office implements administrative procedures to maximize net recovery of healthcare delivery costs from third-party payers; identifies patients that have other health insurance; reviews all aspects of accounts receivable management, complies with third-party payer requirements; submits all claims to third-party payers; follows up to ensure that collections are made; and documents and reports collection activities.</i>				
Contract Health	# of FTE	0.0	0.0	SAC
<i>Contract Health Service Program coordinates access to medical care that is not available at the facility. This is done by determining eligibility for Contract Health Care, identifying other alternate resources, establishing medical priorities and having an effective working relationship with all private providers, patients, and staff.</i>				

**Facility Support Services**

Clinical Engineering	# of FTE	0.1	0.1	SAC
<i>Clinical Engineering provides preventive maintenance, inspection, and repair of medical and dental equipment; conducts a systematic inspection of equipment to determine operational status, and assigns serviceability condition codes to equipment; performs scheduled preventive maintenance of medical and dental equipment; repairs or replaces worn or broken parts; rebuilds and fabricates equipment or components; modifies equipment and installs new equipment; inspects and tests contract installed equipment; disassembles, packs, receives, and inspects equipment; and maintains audio and video equipment.</i>				
Facility Management	# of FTE	0.1	0.1	SAC
<i>The maintenance of a health sites facilities, building systems and grounds</i>				
Central Sterile	# of FTE	0.0	0.0	SAC
<i>The decontamination, assembly, sterilization and distribution of reusable instrumentation. Also responsible for the distribution of other sterile products.</i>				
Dietary	# of FTE	0.0	0.0	SAC
<i>The ordering, maintenance, preparation, serving and distribution of meals to inpatients, outpatients and staff. Nutritional oversight for these meals as well as nutritional consultations with patients and staff.</i>				
Property & Supply	# of FTE	0.3	0.3	SAC
<i>Property &amp; Supply provides or arranges for the supplies, equipment, and certain services necessary to support the mission. Basic responsibilities include: procurement, inventory control, receipt, storage, quality assurance, issue, turn in, disposition, property accounting and reporting actions for designated medical and non-medical supplies and equipment required in support of the medical mission; installation management of the medical stock fund; management and control of medical organization in-use property through authorization, property accounting, reporting and budgetary procedures; and planning, pre-positioning, and managing the installation medical war readiness materiel program.</i>				



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	PSA Direct	+ ESA Direct	Key Characteristics	# Req'd	PSA			Referrals due to Threshold				
	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
Housekeeping & Linen			# of FTE	0.4	0.4							SAC
<i>The Housekeeping Service provides responsibility for maintaining the interior of a facility at the highest level of cleanliness and sanitation achievable. Housekeeping, also, is responsible for picking up, sorting, issuing, distributing, mending, washing, and processing in-service linens including uniforms and special linens.</i>												
<b>Preventive Care/HPDP</b>												
<i>The oversight of all preventive care and health education programs within the facility. Education efforts will involve the public as well as the entire health system staff. These departments provide leadership to all areas of the facility in their efforts to increase the health awareness of the public. HPDP - Health Promotion &amp; Disease Prevention</i>												
Public Health Nursing			# of FTE	1.0	1.0							SAC
Public Health Nutrition			# of FTE	0.0	0.0							
Environmental Health			# of FTE	0.0	0.0							Supported by SU
Health Education			# of FTE	0.0	0.0							
<b>Additional Services</b>												
Case Management			# of FTE	0.0	0.0							SAC - incl. in PHN
<i>Case Management provides professional staff dedicated to insuring a continuum of care and follow up for chronically ill or potentially chronically ill patients.</i>												
CHR			# of FTE	0.0	2.0							1 currently
<i>Community Health representatives inform community members about available health services, make referrals to appropriate agencies, and assist PHN staff with basic health care screening. Also participate in health promotion activities and health fairs.</i>												
Diabetes Program			# of FTE	0.0	2.0							would like in future
<i>The Diabetes Program provides for the diabetic patient's education and case management and the prospective diabetic patient with preventive education and clinical screening. The program is supported clinically with pre-renal examinations and Podiatry care.</i>												
Senior Citizen Center			# of FTE	0.0	1.0							.5 currently through Tribe & Grant
<i>Congregate meal, meal delivery, companionship, advisory, exercise, transport. (3 people per center; Suprv., Cook, Driver) (Centers/Staff)</i>												
EMS	37	37	Loc #1 - # of FTE	0.0	0.0			37				
			# of Ambulances	0.0	0.0							
			Loc #2 - # of FTE	0.0	0.0							
			# of Ambulances	0.0	0.0							
			Loc #3 - # of FTE	0.0	0.0							
			# of Ambulances	0.0	0.0							
<i>Emergency Medical Services provide emergency medical services within the boundaries of a service unit. Ambulances are available twenty-four hours a day seven days a week, staffed with State Certified EMT, IEMT and Paramedics.</i>												
Alternative Medicine			# of FTE	0.0	0.0							
<i>This service provides natural, traditional and chiropractic services to the community as well as educational services related to various health issues. It also seeks to alleviate concerns community members may have regarding unaddressed health issues.</i>												
Transportation			# of FTE	0.8	1.0							SAC (.8 currently)
<i>Transportation Department transports community residents to health related facilities within the service unit, and surrounding cities. It includes all the expenses incurred for automotive operation and maintenance and the administration of garage and dispatching activities in support of the medical mission.</i>												
Maternal Child Health			# of FTE	0.0	0.0							
<i>Maternal and Child Health services exist to provide basic prenatal and childbirth education and support to Native American mothers. These services can include breastfeeding education/support, home visit evaluations for pre and post natal care, education on topics such as FAS/FAE, car seat use and safety, and nutrition.</i>												
WIC			# of FTE	0.0	0.0							1/quarter Elko Band
<i>WIC Program provides nutrition screening, nutrition education, supplemental food and referral to needed Community resources for pregnant, breastfeeding, postpartum women, infants and children &lt;5 years of age who meet income guidelines (185% poverty) and are found to have a nutritional risk.</i>												
In-Home Health Aide			# of FTE	1.0	1.0							



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	Care	Care	(KC)	in 2015	On Site	On Site VP	CHS*	Srv Unit	Region	Area	Remarks	
Domestic Violence			# of FTE	0.0	0.0							
<i>Family Planning/Domestic Violence promotes Native American health through emphasizing benefits of family planning and supporting such emphasis through education, appointment referrals for sterilization procedures, and pre-natal/post-natal home visits to discuss family planning needs; as well as lowering incidents of domestic violence through the provision of shelters/safe houses and/or referrals to other Domestic Violence assistance services. Referrals come through other programs such as WIC, PHN, etc.</i>												
Wellness Center			# of FTE	0.0	1.0			would like in future				
<i>Wellness Center provides fitness equipment, training, coaching and education for Native Americans of all ages, acting either as an independent service or in support or cooperation with such other programs as Elder Care, Diabetes, CHRs etc.</i>												
Outreach Elder Care			# of FTE	0.0	0.0							
<i>Elder Care provides an open and supportive environment as well as an outreach program for the community's elders. Lunch distribution, social functions, health education and health benefit counseling is provided by the staff.</i>												
HIV/AIDS			# of FTE	0.0	0.0							
<i>Coordinates all educational services for persons at high-risk for contracting the virus which causes HIV/AIDS. Case management is also provided to those living with HIV/AIDS.</i>												
Injury Prevention			# of FTE	0.0	0.0			SAC derivative provides 4 FTE and 54 Square Meters				
<i>Reduce injury morbidity and mortality among Native Americans.</i>												
Tribal Health Administration			# of FTE	4.0	4.0			SAC - Derivative				
<i>Tribal Health Administration Department oversees and ensures quality health services for service unit residents, while encouraging more self-reliance and personal control over their health and quality of life.</i>												
Tobacco			# of FTE	0.0	1.5			1.0 Prevention Specialist currently				
<i>Tobacco prevention and cessation services focus primarily on reducing incidents of youth use and possession as well as reducing exposure to second hand smoke. It also encourages tobacco cessation through education and public awareness events.</i>												
Bio-Terrorism			# of FTE	0.0	0.0							
<i>The bioterrorism program is responsible for coordination and planning of emergency response activities, including emerging infectious diseases, healthcare security systems and associated policy development for the Service Area.</i>												
Women's Preventive Care			# of FTE	0.0	0.0							
<i>Women's Preventive Care provides breast and cervical cancer screening to all women enrolled through the program, and to educate them about the importance of early detection for breast and cervical cancer.</i>												
<b>Total 2015 Non-Deviated RRM Staff FTEs</b>				<b>12.1</b>	<b>25.6</b>			<b>Required IHS Supportable Space Staff</b>				<b>SAC</b>













